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PREFACE

The so-called efficiency movement has served as an accelerator in nearly all fields of industry.

The factory and general production departments have undoubtedly profited more by this movement than the inner offices or planning departments. In fact, many an executive has formulated extensive plans for an efficiency campaign to increase the output of his production department while his own desk was greatly in need of overhauling of the same sort and may even possibly have been to blame for the very flaws he was trying to remedy in other departments.

The office desk seems to have been among the last to come under the efficiency scheme. This is to be regretted, for nowhere is efficiency more necessary than in the handling of correspondence, orders, and other matters that fall to the lot of the worker. Especially is this true in the case of the executive whose time is always valuable.

The present Report attempts to show how waste of time and effort in the office may be avoided by a practical arrangement of desks selected with due regard to the needs of the occupants.

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2. Evolution of the Office Desk
3. Function of the Desk
4. Obstacles to Overcome

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ALEXANDER HAMILTON INSTITUTE

ASTOR PLACE, NEW YORK CITY

Modern Business Service Report No. 86

Subject DESK EFFICIENCY

I. A DESK SYSTEM

1. A Long Neglected Field. - It is probably safe to say that in ninety-five per cent of the business offices of this country little or no thought has been given to the subject of desk system - the personal desk system of the various executives and workers. Altho the subject of costs is constantly in the mind of every executive, only few of them give any serious thought to that leak which upon investigation is found traceable to desk inefficiency.

Some of the busines concerns who have made a study of the subject say that the average employe wastes twenty-five per cent of his time thru lack of desk system. This sweeping assertion is undoubtedly true in many instances. Even if the average employe wasted only thirty minutes each day in searching for misplaced papers and in careless handling of his desk work, that would amount to a waste of nearly twenty 8-hour days in a year - no small item, therefore.

2. Evolution of the Office Desk. - In common with many other improvements which have been made in the modern business office during the last dozen or twenty years, a sweeping change has taken place in the various types of office equipment, and especially in the office desk. It is not so very many years ago when it was the fashion to have office desks made of walnut and birdseye maple, that stood five feet high, opened up like a safe, and had neat little boxes fitted in tiers of pigeonholes, not only in the desk itself

The Institute has used all reasonable means to obtain true and reliable information on which to base this report, but does not guarantee, nor hold itself liable for the accuracy of the statements contained therein.

but in each of the doors. At that time modern filing cabinets had not yet come into use, consequently it was necessary to keep within the desk whatever papers and records were needed in connection with the work.

With the introduction of filing cabinets, which provided a means for storing papers, the roll-top desk gradually came into use. This was a marked improvement on the style of desk formerly used, but even the roll-top desk was a huge piece of furniture with many opportunities for storing papers and records, and equipped with cavernous drawers on both sides reaching to the floor. This style of desk lasted a number of years, and it was considered an emblem of authority in an office to occupy a roll-top desk. Behind its bulky form many a private conference could be carried on and in its compartments the documentary secrets of the concern could be safely hidden from the curious gaze of subordinates.

Later it became customary to make the roll-top desks low enough to permit the occupant a clear view of the office. In the meantime, filing cabinets were being improved, and there was found a decreasing need for utilizing the desk as a storage cabinet. This fact led finally to the designing of the so-called flat-top desk; a type of desk which is almost universally used today.

The flat-top desk, as its name implies, is in reality a table. It has two pedestals containing a series of drawers. With the development of the principals of standardization, and especially with the recognition of the advantages of a large open office as compared with several small private offices, the flat-top desk has come to be regarded as a most useful piece of equipment.

3. Function of the Desk.- Until recently, desks appear to have

been used largely as a matter of tradition, and little or no attention was paid to the elimination waste motions, waste time, and other deterring factors. It is furthermore true that the average office employe was given absolutely no instruction as to how he could best use his desk. However, with the increasing interest in all problems of office administration, attention has been directed to the desk as one of the important factors to be considered.

Dispatch is one of the first principles of good management, and to promote this is the main function of the desk. It should be the aim of every desk worker to dispose as rapidly as possible of all matters coming to his desk, and above all, not to allow papers to accumulate without taking action on them. An efficiently arranged desk will enable the occupant to keep abreast of the work requiring his attention, hence will prove a valuable aid.

4. Obstacles to Overcome. - Habit is a force to be reckoned with, and experience has shown that any attempt to improve the desk habits of older employes usually meets with a hostile attitude. Nevertheless, many of the activities of the modern business office have been systematized, and desk efficiency should be no exception. Suitable efforts should be made to reform the habits of those who oppose this change for the better.

In almost any business office, even those of the most modern type, are still found numerous examples of desk inefficiency. The sight of a desk covered with miscellaneous documents in evident confusion, and littered with numerous desk accessories - possibly even with personal belongings of the owner - is not uncommon.

The aim should be to avoid the "collecting habit"; to have a place for everything, and everything in its place. By learning to assign different

compartments of the desk to specific purposes and uses, the occupant will soon be able, almost automatically, to put his hand on the material desired.

II. SELECTION OF DESK

For almost every kind of work in the modern business office a special type of desk has been devised. We shall here endeavor to describe the various desk types which have been found most satisfactory for specific lines of work.

1. Desk for Clerical Work. - The type most frequently used for clerical work is the double pedestal flat-top desk shown in Figure 1. Consideration of the value of available floor space determines largely the size of the desk to be used, but a desk with a top 34 by 55 inches affords ample space for ordinary clerical work; the next larger size, 36 by 60 inches, is considered the maximum size for this purpose.

In one of the pedestals there are usually three drawers, and in the other, two, of which the lower one is of double depth to allow for the vertical filing of correspondence. The center drawer contains compartments for clips, pins, elastic bands, pencils, etc. One of the drawers is provided with a separate lock and key and is for the personal use of the occupant. Desks of this type must be open to inspection by office executives at least once a month, so as to prevent over-accumulation of supplies and unfiled correspondence.

2. Desk for Stenographic Work. - The standard type of desk for stenographic work is either a single or a double-pedestal, center-drop typewriter desk. (Figures 2 and 3). The typewriter rests on a flat bed and when not in use is concealed under a lid which fits into the center of the desk.

In order to bring the typewriter to the writing position, the lid is lifted up and disappears into the body of the desk. This brings the flat bed on which the typewriter rests to the proper height for writing.

The double-pedestal desk has six drawers, three on each side. The standard size of this desk is 35 by 54 inches, which allows ample room on the top for a copyholder, letter tray and other necessary accessories.

If space must be economized, the single-pedestal desk may be used (32 by 38 inches). The three drawers are usually sufficient to hold the necessary supplies.

3. Desk for Bookkeepers. - For bookkeeping purposes various kinds of desks have been devised, and the right selection depends largely on the kind of records that are employed in the bookkeeping work. Wherever ledgers and other heavy books of entry are used, the old-style standing bookkeeper's desk with a slanting top is still in favor and probably will continue to be so for years to come. The size of the books makes it necessary for the bookkeeper to do much of his work in a standing position, hence it is necessary that his desk should be much higher than the flat-top desk. The standing desk is usually equipped with a rack on which books may be placed when not in use, and has two or three drawers for storage purposes.

A good type of standing desk has skeleton supports, and no drawers except those that are immediately under the top.

4. Upright Tub Desk. - With the development of card records, and especially the card ledger, a new type of desk known as the "Tub" desk has come into use. This desk is of two styles, one intended for standing and the other for sitting. The former is of the appearance of the old style standing

desk, except that in place of a standing top a sort of tub has been provided into which trays with card records are placed.

A slanting platform mounted on runners is fitted into the top of the tub (see Figure 5), and when entries are to be made on the card records, this platform may be moved from one side to the other so that the individual cards may be picked out of the trays and placed thereon for greater convenience in writing.

5. Unit Card Record Desk. - The type of tub desk for sitting is approximately 30 inches in height, and consists of at least one wing with an addition at right angles thereto, which is in the nature of a small table convenient for writing. In practice, the clerk removes the cards from the trays in the tub by half turning in his swivel chair, and when the growth of the records exceeds the capacity of one wing, another is added on the other side of the writing table.

For bookkeeping work which involves the use of small books, or a card ledger of limited size, the desk designed for ordinary clerical work (Figure 1) is very well adapted, and the deep drawer in one of the pedestals can be fitted to contain either the books or the trays holding the cards.

6. Desks for Salesmen. - The average salesman is usually an inefficient desk worker. There seems to be something about the nature of his work which develops in the salesman a feeling of contempt for desk organization, and his faulty ways of handling his desk work have perhaps been encouraged by the practice of furnishing salesmen with roll-top desks.

The theory on which the practice is based is that frequently a salesman is suddenly called away from his desk to see a prospect or a client,

hence it is very convenient for him to be able to close down his roll-top on any unfinished work at which he has been interrupted. While this may be so, the practice undoubtedly encourages carelessness and disorder in the salesman's desk work. The roll-top desk of the average salesman could aptly be cited as a model of desk inefficiency.

In various lines of business, the practice of furnishing roll-top desks to salesmen has of late been abolished, and flat-top desks have been substituted. Efforts have been made to train salesmen in orderly methods of handling their desk work, and it has been pointed out to them that the application of efficient methods may easily result in saving one-half of the time ordinarily spent at the desk.

By making it impossible for him to hide correspondence and card records under the roll-top, the salesman is compelled to keep his desk in order and to arrange the desk equipment in compliance with his work.

7. Salesmen's Unit Desk. - One of the office equipment manufacturers has developed a so-called unit desk for salesmen, which has some merit. It is built up of a number of separate units which are carried in stock by the manufacturers, and which may be selected by the purchaser.

The units consist of vertical files for correspondence, card trays for different sizes of card records, and other units for special purposes. In this manner provision may be made for the special needs of each salesman, and if later on some other salesman occupies the desk, any desired changes may be made in the individual units.

8. Desks for Executives. - The usual practice is to supply department heads and executives with a double-pedestal, flat top desk of the standard

size, 36 by 60 inches, (Figure 1) or to employ a double flat-top, double-pedestal desk, size 48 by 60 inches. The former has been previously described, but the double flat-top desk is a new type. In structure it is like the ordinary flat-top desk except that the double width permits a double set of drawers - one on each side - thus making two desks in one, the occupants facing each other. This desk was probably designed for space saving purposes, but many executives have found that the arrangement is well suited for use in working with a secretary or assistant who may sit at the opposite side of the desk when summoned for dictation or conference.

In the drawers on the far side may be filed such letters and other material as the secretary may need for reference while taking dictation.

The average executive, however, finds most satisfaction in the standard flat-top, double-pedestal desk. A work table to be used at interviews and for reference work should be placed in such a way that a swivel chair can be turned quickly from the desk to the table.

9. Miscellaneous Desks. - There have recently come into use two styles of desks which require special mention. The first is the so-called "Table" desk, and the second, the "Pedestal Drop Typewriter Desk." The former has come into use as a result of an attempt to check the tendency on the part of employes to convert their desks into storage houses. Furthermore, in view of the high value of floor space, especially in the financial districts of large cities, a need was felt for a desk that would economize space as much as possible.

A prominent life insurance company in New York City some time ago patented such a desk for the use of employes in its home office, and claims

thereby to have reduced the required office space from four floors to three.

The table desk is a model of simplicity. It is 50 by 30 inches. The side drawers have adjustable compartments for letter paper, pads and stock forms, which are set slantingly for compactness and accessibility, the center drawer being divided into compartments for clips, pins, elastic bands, pencils and the like.

The chair which goes with the desk is also of special design and construction. It is without arms and is placed under the desk when not in use. Each desk user has, in addition to the equipment mentioned, a steel locker in which, at the end of each office day, his work is so arranged that in the event of his absence from the office thru sickness or for other causes, the exact place where the work was stopped may be promptly determined, and all pending matters taken care of without delay.

The "Pedestal Drop Typewriter Desk" was designed to allow the occupant to do clerical or typewriting work alternately. This type of desk sacrifices the drawer space in one pedestal since the typewriting machine is housed therein. (Figure 6).

The false front of the pedestal is pulled forward in a quarter-circle and inserted into the pedestal, thereby revealing the bed on which the typewriting machine is placed. This is then pulled forward, and with an upward lift is placed into position approximately where the ordinary desk slide would be if pulled out of the desk.

Such an arrangement, while sacrificing some drawer space, enables the occupant to use the entire top of the desk for clerical work and to turn without waste motion from one class of work to the other.

III. OFFICE CHAIRS

1. For Clerks. - For clerical workers and salesmen, an armless swivel chair of simple but strong construction has been provided. The back of the chair is so shaped as to give the necessary support to the occupant; the absence of arms prevents any interference with the pulling out of desk drawers, and permits quick movements to and from the chair.

2. For Stenographers. - This type of chair has been found desirable also for stenographers, with the exception that the back support is made of a curved arm coming from the seat of the chair and terminating in a padded leather support which is adjustable to the back of the occupant. A chair of this kind will prevent undue fatigue to the stenographer and is a good investment.

3. For Executives. - For department heads and executives, the chairs are usually provided with arms and the backs are higher than those of clerical workers. Generally speaking, a good and comfortable office chair contributes greatly to the proper performance of the office work.

IV. DESK EQUIPMENT AND SUPPLIES

Keeping in mind that the desk is not to be a storehouse where papers and supples may accumulate in unsightly array, ask yourself the question, "What articles are absolutely essential to my work at this desk? When this question has been fairly answered, proceed to get rid of all other pieces of equipment and supplies. You will probably be astonished at the amount of material that you can do without, and you will experience personal comfort at being relieved of it.

1. The Desk Top. - The object is to have a desk to practically free from encumbrances. Even tho this object be seldom fully attained, yet

a great deal can be done toward it. When desk trays are used, never allow papers to remain in them for any length of time. Under a well planned system all outgoing and incoming matter will be collected and distributed once every hour or oftener. (This feature is discussed in detail in Modern Business Report No. 77). Mail and papers for the files should be promptly attended to. A glass-top desk pad will enable one to put many records out of the way and yet keep them in sight. Under the glass may be kept, for example, a telepone list, an index to important papers in the files, a list of office rules, and so forth.

The only other article of equipment to be permanently located on the desk top is a small tray of 3 by 5 cards for use in connection with a "tickler" or follow-up file. Unless ink wells, paste pots, paper fasteners, calendars, and the like are in constant use, they should not be placed on the desk as they give an appearance of disorder and detract from the occupant's working efficiency.

The telephone is an indispensable adjunct of the modern business office, but it is not always so placed as to perform properly its function as desk equipment. The telephone should be placed preferably on the left side of the desk, out of the way but within easy reach, and it should not be encumbered with any of the accessories which well meaning but often misguided office equipment manufacturers have placed on the market.

In many business concerns special interior telephone systems have come into use and form a valuable means of communication between different departments. Such systems are discussed in detail in Modern Business Report No.77, "Interdepartmental Communications." The two telephones should be so

placed as not to interfere with each other.

The electric call button is another accessory which is practically indispensable where quick messenger service is needed.

Stenographers and typists are usually supplied with copy-holders which are placed directly back of the machine. Such devices not only promote speed and accuracy, but they also contribute to the operator's comfort. The copy-holders should never be placed at the side, but always directly in front of the operator, as a sidewise position results in eyestrain and general fatigue.

One style of copy-holder is provided with a flexible pneumatic tube which is connected at one end with a special key mounted at the side of the typewriter keyboard, and at the other end with a thin metal strip. This strip is movable and is placed across the face of the copy after the latter is fastened to the holder. The strip serves as a guide to the operator's eye in reading the copy - a slight pressure on the key resulting in lowering the strip to the next line.

2. The Interior of Desk. - General supplies should consist of a small number of pencils and pens, one hard and one soft eraser, ink-well, a small number of paper clips and rubber bands, a few blotters, and a scratch pad. Whenever possible, the pens and ink well should be replaced by a fountain pen. Ruler, scissors and paper punches should not be kept in the desk unless they are really every-day requisites.

Paper weights are unnecessary, inasmuch as the desk top is free of all papers except those for immediate use. In many concerns paste pots and sponges can be eliminated from the desk equipment and their use confined to the mailing and filing departments, which are responsible for the work of pasting

and sealing.

Letterheads, envelops and printed forms should be kept down to the smallest possible quantities. Not more than one week's supply should be kept in the desk, and the remainder of not more than one month's supply should be kept in a storage cabinet. The main supply belongs in the Supply Department and from there should be obtained at regular intervals.

Stationery and forms may be conveniently and neatly arranged in one drawer of the desk by means of an inner drawer file. Each kind of stationery or form is kept in a separate compartment, the partitions overlapping to save space. This file will prove of considerable help to the stenographer.

Catologs, pamphlets and miscellaneous circulars should not be allowed to accumulate in the desk. If they are to be kept for future reference, they should be filed systematically in folders in the deep drawer of the desk, or better yet, in one of the drawers of a vertical correspondence file.

Dictaphone cylinders should not be stored in the desk except when needed for overtime work. Ordinarily, a messenger service is maintained to collect the records and deliver them to the head dictaphone operator, and also to distribute new cylinders to each desk.

3. Desk Helps for the Department Head and Executive. - In addition to the desk trays, glass-top desk pad, and tray for tickler slips, there are various devices on the market, intended to save the executive's time in the performance of routine work. Among the most important of these is the dictating machine.

This device has been introduced so widely in business offices that it is unnecessary to give here any description of its mechanical features. It

is enough that we emphasize the importance of this device to the busy executive who is anxious to conserve his time and to make every effort count.

Neither should the executive be without the inter-departmental telephone. By merely pressing a key, instantaneous communication is effected with any desired station in the organization. Thus everyone in the office may be kept in touch with the executive and available at instant call.

Various little desk helps have been devised. One is to sink a telephone index in the desk slide nearest the telephone. The visible index panel should be used in order that new names and numbers may be inserted with the greatest ease.

Into the right-hand desk slide may be sunk a small pad scheduling "things to do today." Furthermore, the memorandum pad furnished with the dictating machine may be placed in this fashion. Such use of the desk slide is convenient and systematic, and presents a neat appearance.

V. LAYOUT OF THE DESK

From the suggestions already given it should be an easy matter to arrange one's desk according to one's own particular needs, but in order that the matter may be simplified as much as possible, let us examine a practical desk layout for clerks or salesmen, and also a layout for the executive.

It must be remembered that once a place has been assigned for a particular article, that place should be used for nothing else, as any deviation from the established system will mean more or less confusion and loss of time.

The one rule that applies to every desk and that must be emphasized is: Always keep the top of the desk clear for action.

1. For the Clerk or Salesman.-

CENTER DRAWER: To be fitted with a desk tray, divided into compartments for pencils, blotters, erasers, clips and whatever tools or supplies may be most frequently used.

RIGHT-HAND UPPER DRAWER: (Assuming that the three-drawer arrangement is on the right side of the desk) To be used for necessary supplies - envelops, letter-heads and forms.

RIGHT-HAND MIDDLE DRAWER: To be reserved for personal use. This drawer is provided with a separate lock and should be the only drawer that is not unlocked and subject to inspection at all times.

RIGHT-HAND LOWER DRAWER: Should contain a "Work Organizer." This is a sort of pasteboard filing case which consist of a series of folders arranged with each edge receding about one inch to allow for labeling the preceding folder.

It lies flat in the drawer with each label plainly visible. To be effective the labels must be typed and should suggest the exact nature of the work contained, as, "Letters to be answered today" etc.

LEFT-HAND UPPER DRAWER: For card files and other records such as tickler, follow-up file, desk instruction cards, address lists, etc.

DOUBLE DRAWER: For correspondence and reference file - departmental reports, etc. This file should be strictly personal. Other papers should be entered on the tickler follow-up cards, if necessary, and immediately sent to the general files.

2. For the Executive.-

CENTER DRAWER: To be fitted with a desk tray, divided into compartments for pencils, blotters, erasers, clips and whatever tools and supplies may be most frequently used.

RIGHT-HAND UPPER DRAWER: For stationery and other supplies.

RIGHT-HAND MIDDLE DRAWER: "Work Organizer" for current work.

RIGHT-HAND LOWER DRAWER: "Work Organizer" for reference work.

LEFT-HAND UPPER DRAWER: For tickler, follow-up file and other card records. Also personal matters.

DOUBLE DRAWER: For filing correspondence, unclassified material and supervisory records.

VI. THE DAILY SCHEDULE

1. Planning the Work.- Each executive or clerk should always have before him a list of "things to do today." The list of the day should always be made out the night before, so that upon his arrival at the desk in the morning the important things to be undertaken will not be overlooked or delayed.

The list may be kept well before one's attention by placing it under the glass top or, as has been suggested, a pad may be sunk in the right-hand slide of the desk.

In order to make the most of each day's work, one must plan it beforehand. Each hour and minute should be regulated, as far as possible, by a fixed schedule. Thus when the executive arrives at the office he knows that, for example, from nine until ten will be occupied in reading mail and dictating. At ten will come conferences and interviews; at eleven, left-overs are to be cleaned up; at eleven-thirty come planning, study of problems, etc; at one-thirty, interviews and conferences; at two-thirty, some constructive work, and at four the day's work is cleaned up, late correspondence dictated, mail signed, etc.

It matters not just how one's schedule is arranged, but it should be carefully thought out beforehand so that important matters may be attended to without fail. As each item is disposed of, it should be crossed off the list so that at the end of the day any neglected work will of itself demand attention and will be carried forward on the next day's list.

Every business man must have some system whereby, without relying upon his memory, he may have important matters come to his attention automatically. One of the first inventions along this line was the calendar desk pad,

which is still being relied upon to a large extent by business executives. Whenever a matter should be brought up on a future date, a note can easily be entered on the calendar slip for that date.

2. The Tickler File.- Perhaps the most elastic system for follow-ups is the "tickler" file. This consists of a small tray with index cards for the months and days. Back of each day card are filed memo slips or cards on which are noted the matters that are to come up for attention on that date. At the beginning of each day the cards for that day are taken out, and the matters attended to at once or the cards returned to the tickler and filed under a future date.

In handling the daily work the general rule to be observed is "one thing at a time and that to be disposed of before proceeding to another."

The first thing on arriving at the office the worker reads his mail. He then places it in the "work organizer" in the folder labeled "Today's Mail." He takes out one piece at a time and on it he notes what disposition is to be made of it. If it requires a reply, he dictates a letter, makes a notation, and then places it in the folder for "Dictated Letters." If it is a matter to come up in several days, he makes a slip for his tickler, marks "file" on the letter, and drops it into the "out" basket, from which it goes to the filing department.

3. Correspondence Manual.- For those who do a large amount of dictating on a limited number of subjects there are various practical schemes for saving time. The most important is the correspondence manual. This consists of standard openings for letters, standard paragraphs for the body of the letter, and standard complimentary closings, arranged by number in a loose-leaf book. By using this manual, letters may largely be dictated by

numbers, and all necessary data may easily be inserted by the stenographer. In a great many instances this method of dictation will prove a vast saving of the correspondent's time.

4. Instruction Cards.- In the development and standardization of the routine thruout the office, a point will ultimately be reached when each desk will be regarded as devoted to the performance of certain functions, and a view may be had of the entire organization as represented by functions rather than by the individuals performing them.

To carry out this idea, each desk should be equipped with a set of instruction cards describing under subject headings and thru subdivisions the nature of the work done at the desk in question. Moreover, the salesman must have prospect card records, and the executive a record of production and costs, also employes' records, etc.

Such records take up but little room and may easily be kept in the desk, as suggested in a previous section. But when records of greater bulk are necessary, they must be provided for outside the desk.

5. Visible Index.- A handy instrument for keeping records is the visible index. Information is briefed on a 3 by 5 card and the cards are inserted by means of patented hinges in frames mounted on stands. Thus thousands of cards are immediately before the view of the searcher and as they overlap each other, exposing only the key information, it is unnecessary to finger over numerous cards.

6. In Conclusion.- Any one may start a system of this sort. Let him take a basket and clean out his desk. Let him put away ornaments and personal articles, and let his office be decorated only in so far as it is

an aid to his work. He should clean out his desk every week, but should not let things accumulate for the weekly cleaning. It should be clean and open to inspection at any time.

Remember this principle: The desk equipment and papers should always be arranged in such order, that in the event of the person's absence or disability, his substitute will know how to proceed with the work.

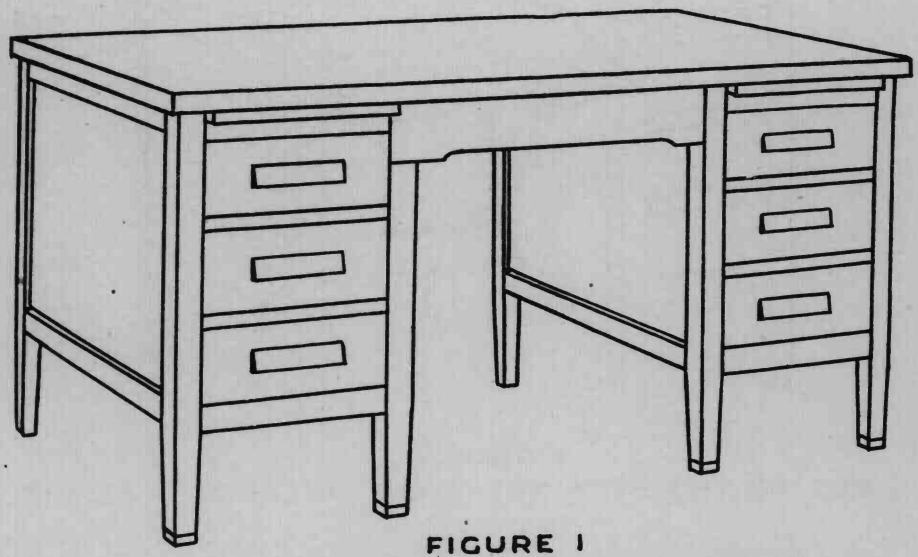

FIGURE 1
DOUBLE-PEDESTAL FLAT-TOP DESK

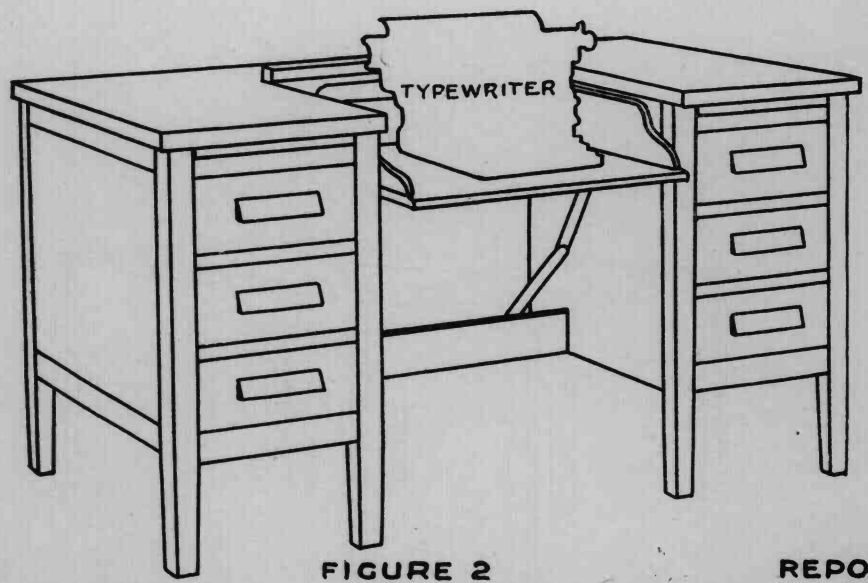

FIGURE 2

DOUBLE-PEDESTAL CENTRE-DROP TYPEWRITER DESK

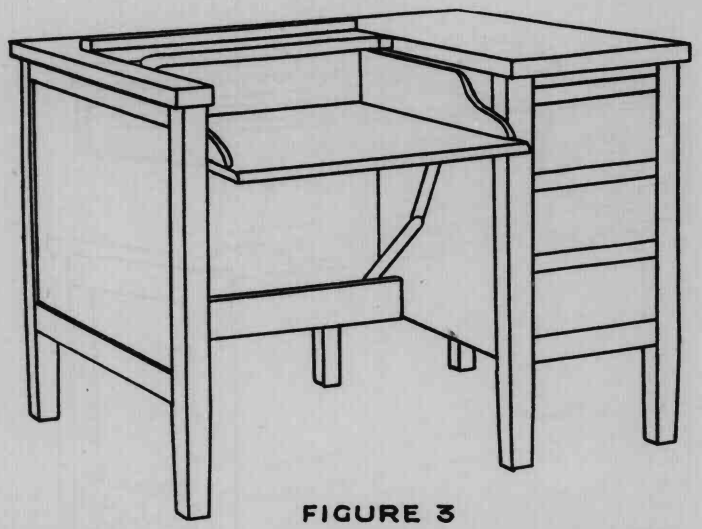

FIGURE 3
SINGLE-PEDESTAL DROP-TOP TYPEWRITER DESK

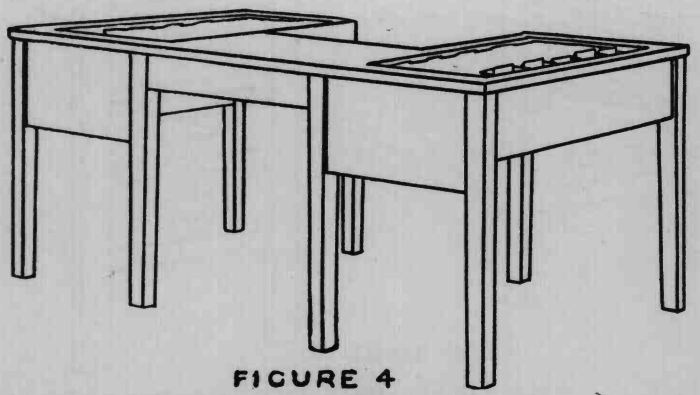

FIGURE 4
UNIT CARD-RECORD DESK

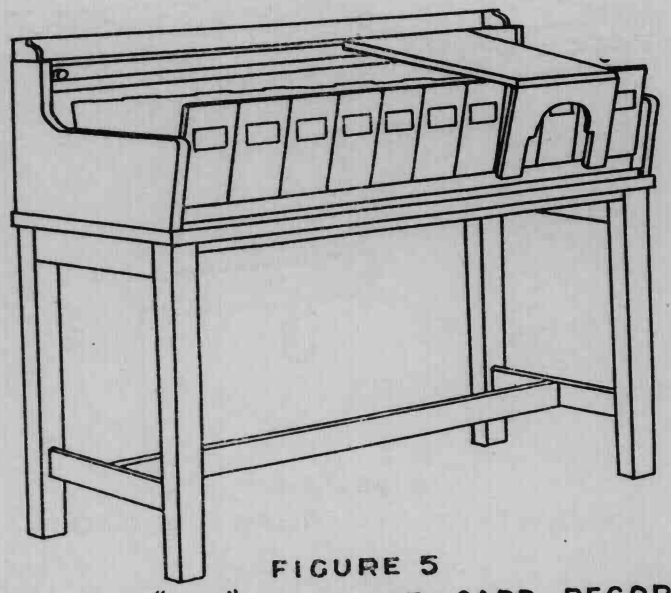

FIGURE 5
UPRIGHT "TUB" DESK FOR CARD RECORDS

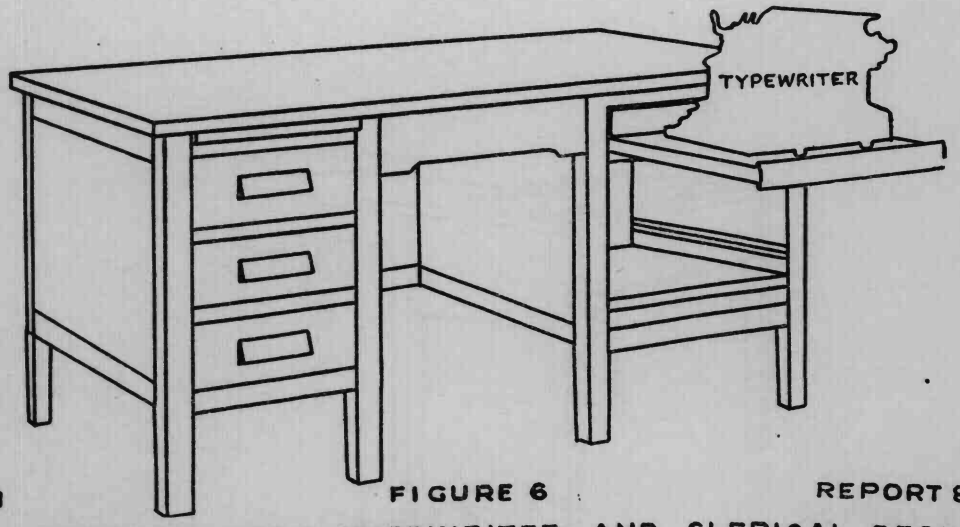

FIGURE 6

PEDESTAL-DROP TYPEWRITER AND CLERICAL DESK

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